

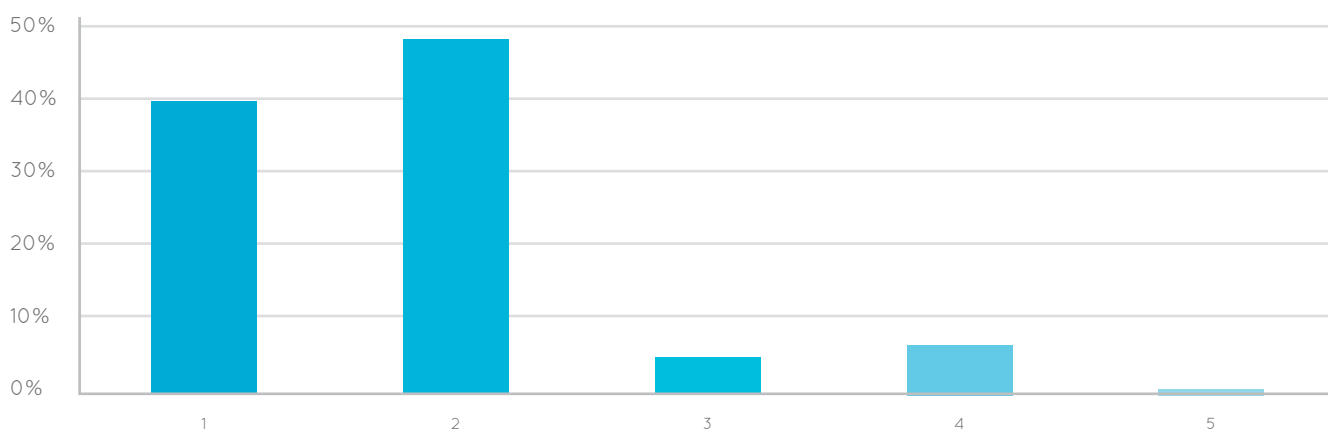
MODERN WAYS OF WORKING

BEST PRACTICE REPORT



HOW CLEAR IS YOUR ORGANISATIONS PURPOSE TO YOUR TEAMS?
(IN ANSWERING CONSIDER IF YOU AND YOUR TEAMS COULD
EXPLAIN HOW THEIR ROLE DIRECTLY SUPPORTS THE PURPOSE).

ANSWER CHOICES	#	RESPONSE
Very clear	1	40%
Quite clear	2	48%
Unsure	3	4%
A little clear	4	7%
Not at all clear	5	1%



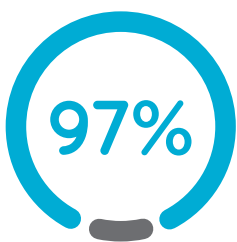
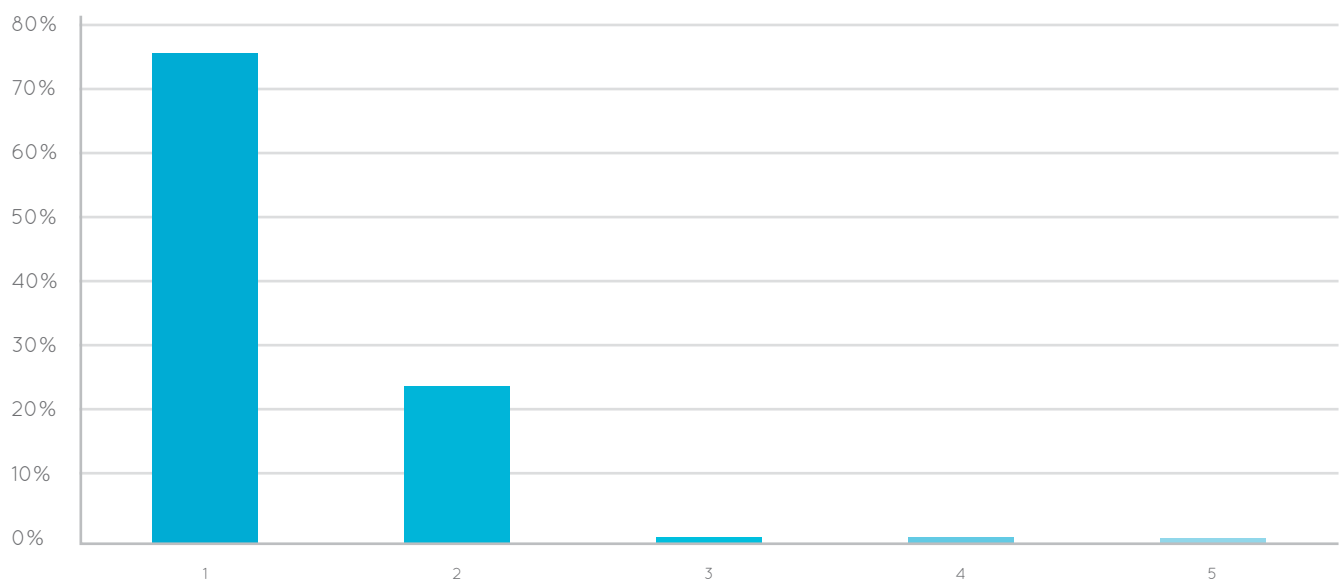
88% of respondents are clear about the purpose of their organisations



MODERN WAYS OF WORKING

HOW CLEAR ARE YOU ON HOW YOUR ROLE CONTRIBUTES TO FULFILLING THE PURPOSE?

ANSWER CHOICES	#	RESPONSE
Very clear	1	75%
Quite clear	2	22%
Unsure	3	1%
A little clear	4	1%
Not at all clear	5	1%



97% of respondents are clear on how their role brings the the purpose to life

HOW FULFILLING IS THE WORK YOU DO?

ANSWER CHOICES	RESPONSE
Very fulfilling	46%
Quite fulfilling	44%
Unsure	1%
A little fulfilling	8%
Not at all fulfilling	1%



90% of Managers say they are fulfilled by their work



VERY
FULFILLING



QUITE
FULFILLING



UNSURE



A LITTLE
FULFILLING



NOT AT ALL
FULFILLING

HOW EFFECTIVELY DO YOU FEEL YOUR TEAM IS AT GETTING ALIGNMENT ON THEIR PRIORITIES AND GETTING THEM DONE EFFECTIVELY?

ANSWER CHOICES	RESPONSE
Very effective	28%
Somewhat effective	61%
Unsure	3%
Somewhat ineffective	7%
Not effective	0%



72% of Managers say they could be better aligning and delivering goals



VERY
EFFECTIVE



SOMEWHAT
EFFECTIVE



UNSURE



SOMEWHAT
INEFFECTIVE



NOT
EFFECTIVE

MODERN WAYS OF WORKING

HOW EFFECTIVE DO YOU FEEL YOUR TEAMS ARE AT RESPONDING TO CHANGE THAT OCCURS WITHIN YOUR ORGANISATION?

ANSWER CHOICES	RESPONSE
Very effective	35%
Somewhat effective	56%
Unsure	2%
Somewhat ineffective	6%
Not effective	1%



65% of Managers say that change responsiveness could be better



VERY
EFFECTIVE



SOMEWHAT
EFFECTIVE



UNSURE



SOMEWHAT
INEFFECTIVE



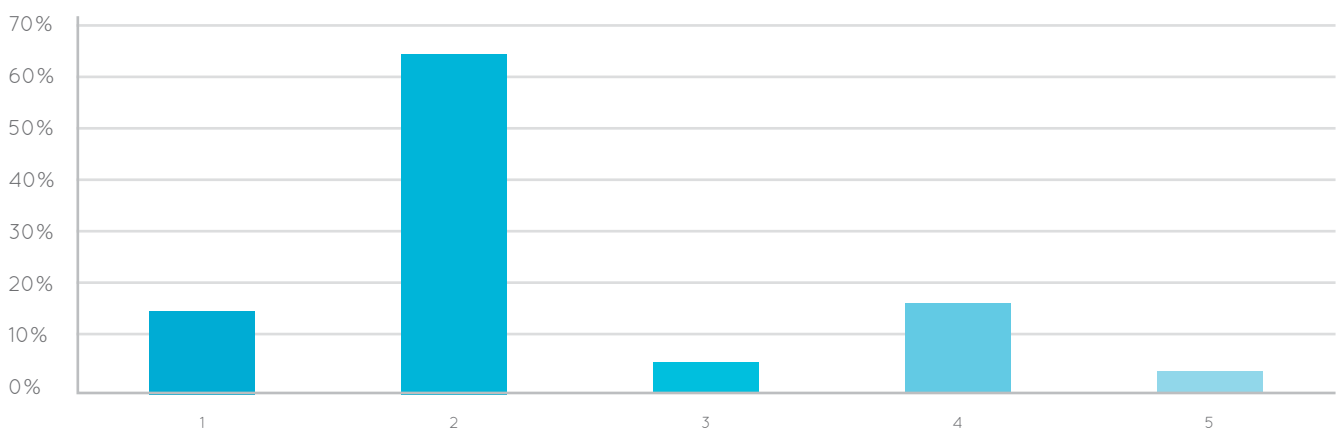
NOT
EFFECTIVE

HOW EFFECTIVE IS THE COLLABORATION BETWEEN YOUR TEAMS AND THE REST OF THE ORGANISATION WHEN IT COMES TO DELIVERING CHANGE SUCCESSFULLY?

ANSWER CHOICES	#	RESPONSE
Very effective	1	14%
Somewhat effective	2	64%
Unsure	3	4%
Somewhat ineffective	4	15%
Not effective	5	3%

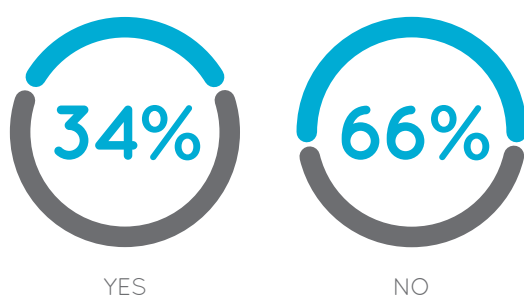


85% of Managers say that collaboration between their teams and the rest of the organisation could be more effective



**ARE YOU SPENDING AS MUCH TIME WORKING 'ON THE BUSINESS'
(NEXT 1-3 YEARS STRATEGY) AS YOU WOULD LIKE TO?**

ANSWER CHOICES	RESPONSE
Yes	34%
No	66%

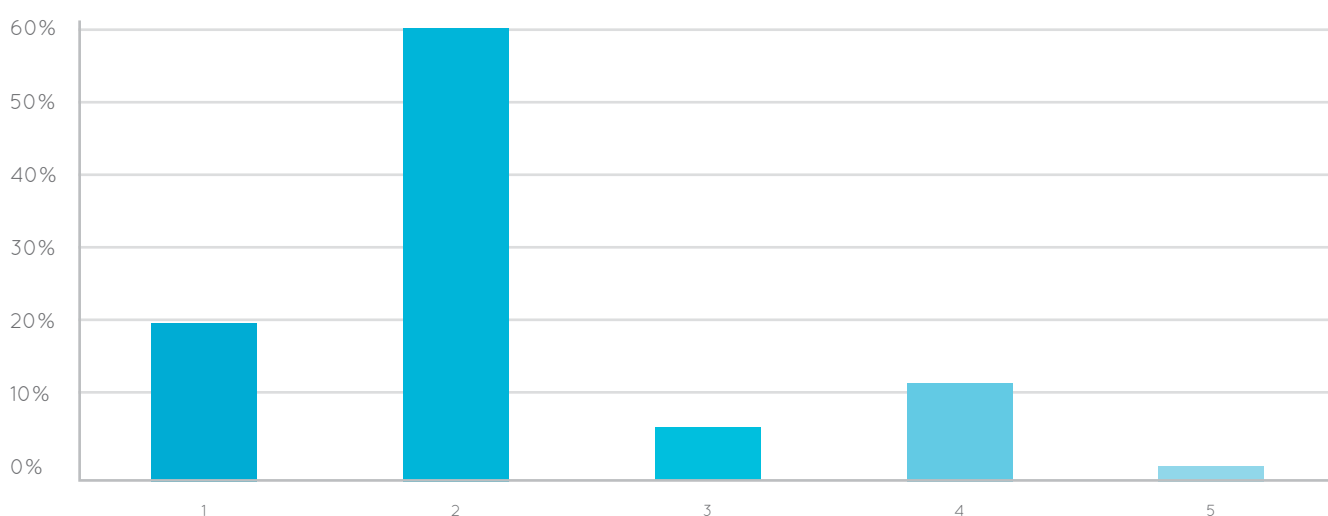


**HOW WELL DO YOU UNDERSTAND THE SOURCES OF WASTE IN YOUR OPERATION?
(E.G.- SUB-STANDARD PROCESSES, HAND-OFFS, REWORK, REPEAT CALLS)**

ANSWER CHOICES	#	RESPONSE
Very well	1	20%
Quite well	2	60%
Unsure	3	7%
A little	4	12%
Not at all	5	1%



79% of Managers have a good understanding of the sources of waste



MODERN WAYS OF WORKING

IN YOUR OPINION - WHAT % OF ALL INTERACTIONS INTO YOUR CONTACT CENTRE ARE DRIVEN BY FAILURE? (Failure is the result of something not working the way it was supposed to, causing the customer to having to make contact. Failures can be caused by a system or technology issue, process breakdown or even human error).



AVERAGE



On average 35% of all interactions are driven by failure demand. However 4 out of 10 contact centres say it is higher. So while 35% is the average, plenty are doing far worse!

DO YOU HAVE A CONTINUOUS IMPROVEMENT (CI) PROGRAM IN YOUR CONTACT CENTRE?

ANSWER CHOICES	RESPONSE
Yes	71%
No	26%
Unsure	3%



More than 1 in 4 contact centres do not have a structured approach to continuous improvement



YES



NO



UNSURE

DO YOU HAVE A CONTINUOUS IMPROVEMENT (CI) PROGRAM IN YOUR BROADER ORGANISATION?

ANSWER CHOICES	RESPONSE
Yes	63%
No	23%
Unsure	14%



YES



NO



UNSURE

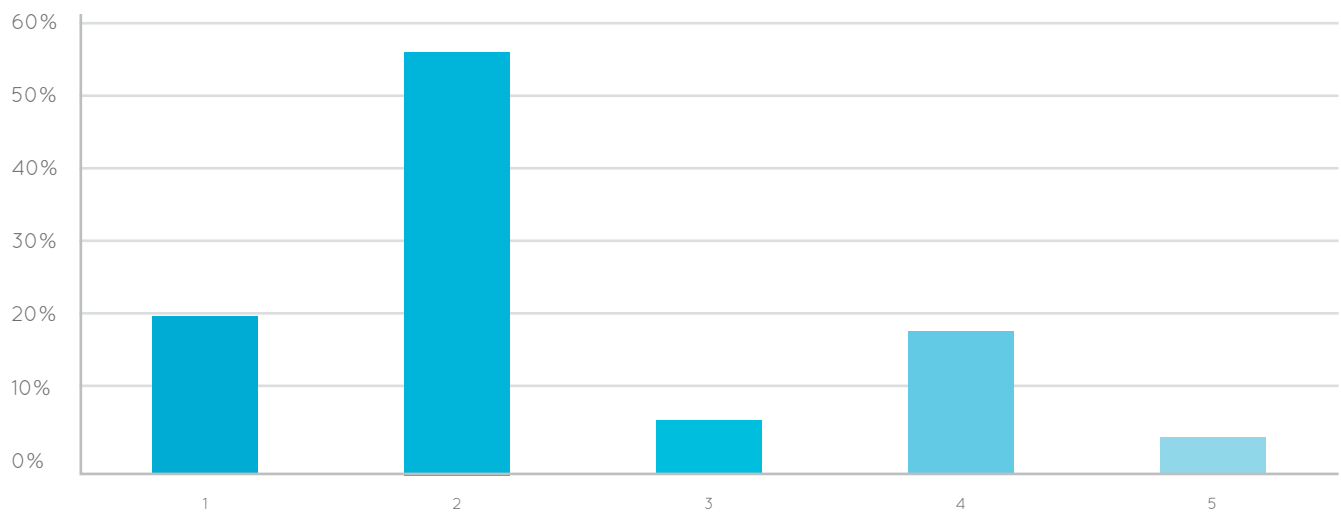
WHAT ARE YOUR MAJOR CHALLENGES IN IDENTIFYING
AND REMOVING WASTE FROM YOUR OPERATION?



MODERN WAYS OF WORKING

HOW WELL DO YOU FEEL THE VALUE OF YOUR CONTACT CENTRE IS UNDERSTOOD BY THE BROADER ORGANISATION?

ANSWER CHOICES	#	RESPONSE
Very well	1	19%
Quite well	2	55%
Unsure	3	5%
A little	4	18%
Not at all	5	3%



More than 1 in 4 contact centres feel like the true value they deliver is not well understood by the organisation.



Sean McGinn

Director | Enterprise Agile Coach
The Agile Contact Centre

The disruption of last two years and the speed at which contact centres have had to respond and adapt has become a powerful force to rally teams behind a common cause. The modern contact centre is more focused than ever before on reflecting the purpose of the organisation in the way it delivers services to customers in times of need.

Purpose

This is reflected in a big increase in the way teams feel about how they connect to the purpose, with a 22% increase on last year's results. This year we heard from Team Leaders and Agents for the first time and 95% of them say they are very clear on the purpose of their organisation and how their roles contribute to achieving that purpose.

The transformation many contact centres have undergone has no doubt refocused everyone on what's important and why they do what they do, and the low levels of attrition has also meant teams have been able to remain together, form stronger bonds and focus on what's important.

This is a very encouraging place for the industry to be in and the challenge for Leaders is to leverage this energy and focus into 2022, where the pressure to retain talent is at its most competitive in the industry's history.

Collaborative leadership

We do see a downside to this disruption, Contact Centre Managers are not spending the time they would like on the business, with 66% saying they should be spending more time on strategy and exploring new ways of working, an increase of 4% on last year. And we see this a key contributor to the low levels of collaboration reported across the organisation, where 85% of Managers say it should be better.

Successful change in contact centres can only happen with strong cross functional collaboration and alignment between Operations, Projects and Product teams and 65% of Managers say responsiveness to change is suffering as a result of low levels of collaboration.

When teams work effectively together the flow of information improves as does feedback and this leads to more effective decision making. In times of ambiguity, change and disruption cross functional teams flourish because they can adapt faster.

Cross functional teams have a shared view of what success looks like, so they are motivated to achieve one common cause across the organisation.

MODERN WAYS OF WORKING **SUMMARY**

These teams, also called 'long lived teams' in the agile world, have a wide array of people across different functions and different reporting lines, but all work towards one common cause. They use team charters to create a social contract that binds the team together around a common purpose, and the high levels of collaboration improve the delivery of outcomes.

Failure Demand

When asked about the level for failure demand, Managers told us that anywhere from 5% to 95% of all interactions are driven by a failure of some type, 35% on average, and what we know about failure demand is that it uses up precious capacity and diverts time away from continuous improvement as leaders spend time firefighting.

Despite most contact centres having a continuous improvement program, Managers have reported that it is not delivering the change they need, and they attribute this to two key challenges, resourcing, and having time to work on improvements.

So where do you start? Get the attention of your Executive team by telling a story that resonates and this should cover customer, people, and financial impacts.

Failure demand is a high effort interaction and a key driver of customer attrition, so linking the failure drivers to business outcomes is your first step.

Failure demand also has people impacts, Team Leaders have reported spending too much time on dealing with escalations at the expense of leading, coaching and spending quality time with their people.

And 44% of contact centres say they are not achieving service levels, with one-third of frontline agents saying they are not fulfilled by the work, leading to low engagement and attrition, and in our experience, this is driven by high levels of failure demand.

In summary, the modern contact centre has an opportunity to be more relevant than ever as it steps out of the shadow of the last 2 years. And we see a strong connection to purpose, collaborative leadership and effectively solving for failure demand being the biggest predictors of success.

MODERN WAYS OF WORKING CASE STUDY

Sean McGinn

Purpose driven teams at UniSuper

The Member Services team, like many contact centres, experience a lot of change and were about to embark on a 3-year strategic plan that would transform the fund and introduce yet more change.

The leadership team had a sense that building a strong connection to purpose, providing clarity on roles and responsibilities, and creating shared accountability for the customer experience would be the key to thriving through this change.

Purpose & DNA

To support their purpose of 'creating value in every interaction', the team turned their attention of identifying their DNA. This is the characteristics that define what the team will be known for, their value proposition both within the organisation and with their members. The DNA helped guide the team to stay true to their purpose and forms part of their daily conversations, to help make decisions and to call out good and bad behaviours and reward and recognise performance.

Role clarity

They reviewed each role in the contact centre and ran several workshops to ensure everyone could co-create the responsibilities that would align them with their purpose. They also implemented shared KRA's for the first time to foster a culture of collaboration and accountability for the member experience.

Change

They had over 30 projects in flight at any time across the organisation and they all impacted the contact centre in some way. Their teams often felt like they were the last to know and had little input into the change, so they looked for way to empower their teams and better support leaders so they could effectively support the change with their people. They set up a visualisation board in MS Teams that can be seen by any member of the team and has all the information they need to understand each change and how it impacts them and members. This transparency led to higher engagement with the change and more successful change adoption. It also results in better outcomes when you invite the people that will deliver the change to have input into how it is delivered.